偉合控股有限公司
WEE HUR HOLDINGS LTD

LEGACY AND FORWARD MOMENTUM

SUSTAINABILITY REPORT 2025

SUSTAINABILITY **REPORT**

About this Report

This Report details the Group's non-financial performance for the period 1 January 2025 to 31 December 2025 (FY2025). It reflects our sustainability efforts which are currently compliance-focused, while we work toward a more advanced approach that embeds responses to climate-related risks and opportunities across our operations.

Reporting Principles & Statement of Use

Prepared with reference to the **GRI Sustainability Reporting Standards**, this Report utilises an established and widely adopted framework, also recommended by the **Singapore Exchange Securities Trading Limited (SGX-ST)**. This framework represents global best practices for reporting on economic, environmental and social topics.

To ensure the quality and proper presentation of the information, we adhered to its reporting principles: Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness, and Verifiability. Detailed GRI disclosures are provided under the GRI Content Index on page 69.

Additionally, the Report incorporates the primary components as set out by the SGX's "Comply or Explain" requirements on sustainability reporting under Listing Rule 711A, 711B and Practice Note 7.6.

The Board has reviewed and approved all reported information, including the material topics.

Reporting Scope

This sustainability report covers the Group's performance across three key business segments: Property, Construction and Purpose-Built Student Accommodation (PBSA) Operations. The table below shows the specific properties that exemplify the overall characteristics and performance of properties within each of these segments.

Property	Construction	PBSA Operation
Development Property 1. Bartley Vue 2. Upper Thomson Road (Parcel A) Investment Property 3. Wycombe Abbey School Singapore 4. Workers' Dormitory • Tuas View Dormitory • Pioneer Lodge Office 5. Wee Hur Building	1. Pioneer Lodge 2. Mount Vernon Funeral Parlour Complex 3. Bartley Beacon 4. Teochew Building 5. Bartley Vue 6. HDB Project FD 7. HDB Project ER	1. Y Suites on Margaret, Sydney

Assurance

Management has implemented internal controls and verification measures to safeguard the accuracy and reliability of the Report's narratives and underlying data. Furthermore, given the stable operating environment and the absence of significant changes to the Group's business activities or stakeholder priorities throughout FY2025, the materiality assessment from the FY2024 sustainability report as recommended by external Environmental, Social and Governance (ESG) consultant continues to be considered valid and relied upon for this report. It is to be noted that this process is not intended to constitute or substitute for external assurance.

The sustainability report is subjected to review by our internal auditors, a requirement stipulated in the SGX-ST Listing Rules 711B (3).

Availability and Feedback

This report is available online at SGXNet and https://www.weehur.com.sg/csr-sustainability/sustainability/. Please send your comments or feedback to fax no. 6251 0039 or email to general@weehur.com.sg.

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Sustainability Strategy Overview

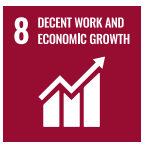
The Group recognises sustainability as a core value throughout our organisation. We are committed to advancing our ESG goals across all business segments. Our sustainability strategy involves implementing management actions to manage climate-related risks and leverage climate-related opportunities. Below are the seven key areas in our strategy:

Focus 1: Governance and Ethics	Upholds effective corporate governance to address stakeholder concerns and incorporate ESG considerations into our decision-making process.
Focus 2: Climate Risks & Opportunities (Scenario Analysis)	Leverages scenario analysis in alignment with TCFD recommendations to evaluate ESG related issues that impact our financial performance and foresee probable climate outcomes.
Focus 3: Quality and Innovation	Adopts advanced technologies and automation to streamline manual processes, minimise manpower requirements, and enhance operational efficiency.
Focus 4: Environment	Targets climate action across our business operations to reduce our environmental impact and support the global movement to address climate change.
Focus 5: Health and Safety	Prioritises the health and safety of employees and workers through effective project site management and proactive safety culture.
Focus 6: Human Capital	Commits to fair hiring and remuneration practices in line with regulatory standards, while fostering a respectful and inclusive work environment.
Focus 7: Community Engagement	Contributes to the communities in which it operates by supporting initiatives that empower individuals and create positive local impact.

Contribution to the United Nations Sustainable Development Goals

Our Group is committed to implementing sustainable practices across all business segments. Our ESG disclosures are aligned with the United Nations Sustainable Development Goals (UN SDGs), which outline global targets for sustainable development by 2030. We contribute to the UN SDGs through our daily operations, strategic development, and stakeholder collaboration. Achieving the UN SDGs is an ongoing global effort and is integral to our long-term sustainability strategy. The table below highlights our contributions to the relevant UN SDGs.

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Our Contribution to the UN SDGs			
Relevant UN SDGs		**Our Contribution**	**More details under section**
	*SDG 3: Good health and well-being*	Prioritise employees' health and safety in our daily operational work.	Focus 5: Health and Safety
	*SDG 5: Gender equality*	Provide equal opportunities in employment, training and career development regardless of gender.	Focus 6: Human Capital
	*SDG 6: Clean water and sanitation*	Provide clean water and sanitation to all occupants across our properties.	Focus 4: Environment
	*SDG 8: Decent work and economic growth*	Provide productive employment and jobs with equal pay for equal work.	Focus 6: Human Capital
	*SDG 9: Industry, innovation and infrastructure*	Adopt innovative technologies across project sites to improve efficiency.	Focus 3: Quality and Innovation
	*SDG 11: Sustainable cities and communities*	Mitigate negative impacts on surrounding communities arising from project sites activities	Focus 4: Environment Focus 7: Community Engagement
	*SDG 12: Responsible consumption and production*	Promote responsible consumption of energy and environmental-friendly practices, wherever possible.	Focus 1: Governance and Ethics Focus 4: Environment
	*SDG 13: Climate action*	Strengthen resilience and enhance adaptive capacity to climate-related risks. Incorporate sustainable features in our buildings to enhance energy efficiency.	Focus 2: Climate Risks & Opportunities (Scenario Analysis) Focus 4: Environment
	*SDG 16: Peace, justice and strong institutions*	Comply fully with all socio-economic and environmental laws and regulations and promote strong corporate governance practices.	Focus 1: Governance and Ethics

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ESG Performance Highlights

Through our continuous efforts, we have achieved several significant milestones in the ESG sphere. We remain committed to putting in sustained effort to further enhance our sustainability journey and make a positive lasting impact on our stakeholders.



Reduced PBSA operational emissions intensity by 19% for Scope 1 and 10% for Scope 2, signaling continued gains in energy efficiency and lower carbon impact.



Achieved safety targets of zero fatality and high consequence work-related injuries, besides maintaining workplace injuries rate lower than national average.



Delivered an average of 9.6 hours of training per employee, surpassing the 4 hour annual target.



Integrated robotic painting at the Mount Vernon Funeral Parlour project, boosting productivity and minimising manual labour.

Stakeholder Engagement

We recognise the importance of incorporating stakeholder perspectives and concerns into our decision-making. Our stakeholder engagement framework guides our sustainability priorities by identifying key issues for each stakeholder group through continuous engagement across diverse platforms. This approach reflects our commitment to responsible and meaningful business practices. Through these engagements, we are able to anticipate and address potential risks while building strong, lasting relationships. A summary of our key stakeholder groups, engagement channels, key issues raised, and our corresponding responses is presented in the table below.

Meaningful Engagement with Our Stakeholders

Stakeholders	Engagement Platforms	Stakeholders' Issues/ Concerns	Our Response	Read more in these section
Employees	• Open annual performance appraisal system • Trainings	• Remuneration and benefits • Training and development • Ethics and conduct	• Link performance with remuneration • Conduct training to update employee skills	• Focus 5: Health and Safety • Focus 6: Human Capital
Contractors, suppliers and subcontractors	• Contractual agreements • Regular meetings	• Occupational health and safety • Environmental compliance	• Evaluate suppliers' health and safety and environmental practices in supplier assessments	• Focus 1: Governance and Ethics • Focus 4: Environment • Focus 5: Health and Safety
Occupants	• Dialogues and feedback	• Data Privacy • Quality of occupants' living conditions	• Implement adequate data privacy and occupants' hygiene policies and practices • Community Programme (e.g. Youth Community Engagement Program)	• Focus 1: Governance and Ethics • Focus 5: Health and Safety
Governments and Regulators	• Sustainability reporting • Ongoing dialogues • Applications for necessary permits from relevant authorities	• Environmental compliance • Regulatory and industry requirements • Tax compliance	• Promote good corporate governance and meet regulatory requirements • Comply with all relevant laws and regulations	• Focus 1: Governance and Ethics • Focus 4: Environment

Meaningful Engagement with Our Stakeholders				
Stakeholders	**Engagement Platforms**	**Stakeholders' Issues/ Concerns**	**Our Response**	**Read more in these section**
Community	• Sustainability reporting • Ongoing dialogues • Applications for necessary permits from relevant authorities	• Social development • Noise management • Vector controls • Public safety	• Conduct corporate social responsibility programs to encourage community service engagement such as providing scholarships/ donations to our community and fostering potential impacts of developments on local Aboriginal communities	• Focus 4: Environment • Focus 5: Health and Safety • Focus 7: Community Engagement
Shareholders and investors	• Annual Reports • Investor relations management • Annual General Meeting	• Economic performance • Corporate governance • Anti-corruption • Climate change resilience	• Keep shareholders and investors well informed through informative annual reports and annual general meeting • Strive for excellence in investor relations management	• Annual Report • Focus 1: Governance and Ethics • Focus 2: Climate Risks and Opportunities (Scenario Analysis) • Focus 3: Quality and Innovation

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Materiality Assessment

Materiality is a cornerstone of our approach to sustainability enabling us to prioritise the risks and opportunities that enhance our resilience and long-term value creation. We adopted the following four-phase process to review and retain the material topics stipulated in 2024 considering no significant changes to the business model.

Our Materiality Assessment Process	
1.	**Identification** Compiled potential material topics based on sector-specific risks and opportunities.
2.	**Prioritisation** Ranked these topics in order of importance, aligning them with the concerns of both internal and external stakeholders. Assessed their relevance to our company's values, policies, management systems, goals and objectives.
3.	**Review** Revisited previously identified material topics to ensure they remained relevant.
4.	**Validation** Validated and reviewed the order of disclosures for the selected material topics in the Sustainability Report with the Board

Correlating Our Focus Areas, GRI Disclosures and Relevant Areas of Impact

Focus Areas	GRI Topic Standards	Areas of Impact
Focus 1: Governance and Ethics	GRI 205: Anti-corruption 2016	Across the Group
	GRI 207: Tax 2019	
	GRI 308: Supplier Environmental Assessment 2016	
	GRI 414: Supplier Social Assessment 2016	
	GRI 417: Marketing and Labeling 2016	
	GRI 418: Customer Privacy 2016	
Focus 2: Climate Risks and Opportunities (Scenario Analysis)	GRI 201: Economic Performance 2016	Across the Group
Focus 3: Quality and Innovation	GRI 203: Indirect Economic Impacts 2016	Across the Group
Focus 4: Environment	GRI 302: Energy 2016	• Construction • PBSA Operation • Investment Property
	GRI 303: Water and Effluents 2018	
	GRI 305: Emissions 2016	
	GRI 306: Waste 2020	

Correlating Our Focus Areas, GRI Disclosures and Relevant Areas of Impact		
Focus Areas	**GRI Topic Standards**	**Areas of Impact**
Focus 5: Health and Safety	GRI 403: Occupational Health and Safety 2018	Construction
	GRI 416: Customer Health and Safety 2016	• Development Property • PBSA Operation • Investment Property
Focus 6: Human Capital	GRI 401: Employment 2016	Across the Group
	GRI 404: Training and Education 2016	
	GRI 405: Diversity and Equal Opportunity 2016	
	GRI 406: Non-discrimination 2016	
Focus 7: Community Engagement	GRI 413: Local Communities 2016	Across the Group

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Focus 1: Governance and Ethics



Board Statement

We are pleased to present the Sustainability Report for Wee Hur Holdings Ltd, detailing our sustainability performance for the financial year ended 31 December 2025. This Report marks the tenth consecutive year of publication, underscoring our commitment to corporate transparency and responsible stewardship.

In line with the Singapore Exchange (SGX) requirements on climate change reporting, we are releasing our fourth annual climate change disclosures report, prepared in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations. This report outlines key climate-related risks and opportunities relevant to our business as well as our strategies for mitigation and enhancing resilience.

Sustainability is not viewed as an obligation, but a core driver embedded into our business strategy, with full support from both Management and the Board. We adopt a proactive approach, engaging regularly with our stakeholders and implementing best practices across our operations. At the Board level, we review our corporate sustainability practices to ensure alignment with our strategic business objectives and implementation throughout the organisation.

Our primary objective is to deliver long-term economic value to our stakeholders while actively contributing to the environmental and social well-being of the communities where we operate.

We recognise the significant role that the built environment plays in the transition to a low-carbon economy. We are committed to advance beyond compliance-based approach, progressively integrating climate-related considerations into our decision-making processes, operations and long term plannings, to address climate impacts and promote sustainable growth.

Moving forward, the Board will continue to work closely with management to systematically assess sustainability-related issues, risks and opportunities. We will strengthen stakeholder collaboration to enhance our health and safety practices, ensuring the well-being of our employees, tenants, customers, contractors and the community remain a key priority.

Navigating Regulatory Landscapes

Our governance framework is anchored in key regulatory requirements, including the Code of Corporate Governance 2018, the Listing Rules of the Singapore Exchange Securities Trading Limited (SGX-ST), and the Securities and Futures Act, among others. To maintain compliance, employees, together with our appointed secretarial firm and auditors, regularly review new regulatory developments and updates to existing requirements. Relevant updates are communicated promptly to appropriate personnel, supported by established processes to monitor activities and performance on an ongoing basis. This proactive approach ensures that our operations remain aligned with current legal, accounting, and regulatory standards.

The Board of Directors plays a central role in overseeing compliance and is kept apprised of relevant legal, accounting, and regulatory developments through regular email updates, briefings, and presentations. The Company Secretary supports this oversight by circulating relevant articles, reports, and press releases issued by the SGX-ST and the Accounting and Corporate Regulatory Authority (ACRA), ensuring that the Board remains well-informed and equipped to make decisions in line with evolving regulatory requirements.

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Continuous Improvement

In an ever-evolving regulatory landscape, we remain vigilant and proactive. Our compliance program is subject to continuous review and improvement to address new challenges and best practices.

Leadership & Accountability: Governance Structure

Our Board of Directors is committed to upholding high standards of corporate governance to support sustainable long-term value creation for our stakeholders. The Board comprises six members, including three Executive Directors, one Non-Executive Director, and two Independent Directors, with Independent Directors representing one-third of the Board.

The Nomination Committee (NC) conducts an annual assessment of the independence of each Director. To qualify as an Independent Director, individuals must demonstrate objective judgment, integrity, and impartiality, and must not have relationships with the Company, its related corporations, substantial shareholders, or officers that could interfere, or be perceived to interfere, with the exercise of independent business judgment in the best interests of the Company. This Board composition ensures a balanced mix of skills, experience, and perspectives, reinforcing a governance framework that promotes transparency, accountability, and the interests of our shareholders.

Diversity and Equality

The group has formally adopted a Board Diversity Policy, underscoring our commitment to fostering a diverse and inclusive board. This policy aims to ensure a balanced mix of skills, knowledge, experience, and perspectives aligned with our business objectives. By promoting diversity, we aim to mitigate groupthink and leverage broad range of talent, thereby strengthening the quality of decision-making process and supporting our long-term strategic goals for sustainable development.

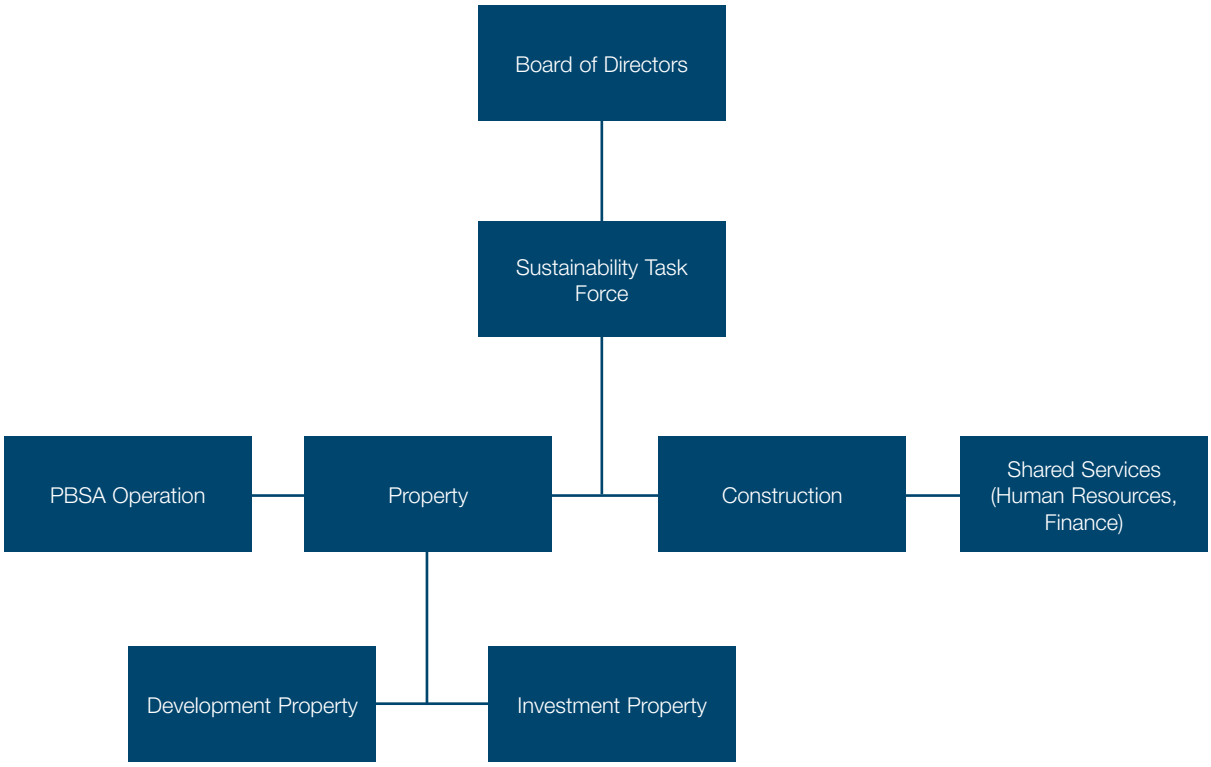
In line with this commitment, an annual assessment is conducted by our NC ensuring that our current board makeup reflects a diverse range of perspectives and experiences. This ongoing evaluation supports a dynamic and inclusive Board that is well-positioned to drive sustainable growth and deliver value to all stakeholders.

Governance for Sustainability

The Board of Directors integrates sustainability considerations into the Group's strategic planning, recognising their importance to long-term value creation and positive societal impact. To support this, a dedicated Sustainability Task Force has been established, comprising senior management representatives who oversee cross-functional workstreams across the Group's business segments.

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Our Sustainability Task Force



This Sustainability Task Force plays a pivotal role in reviewing our Group's sustainability objectives, challenges, targets, and progress to ensure alignment with the Group's strategic direction. It oversees cross-functional teams in the implementation, monitoring, and tracking of sustainability initiatives and data, providing management and the Board with a comprehensive view of the Group's sustainability performance.

With the support of the Sustainability Task Force, the Board of Directors integrates sustainability considerations into the Group's strategic planning, including the identification of material environmental, social, and economic factors relevant to the Group's operations. The Board provides oversight to ensure that these material factors are appropriately managed and monitored, reinforcing a culture of responsibility, accountability, and long-term value creation.

Risk Management

The Group implements Enterprise Risk Management (ERM) framework as a precautionary approach in both strategic decision-making and day-to-day operations. This enables us to proactively identify, assess, and manage risks that could impact our operations. As part of our enterprise risk management (ERM) framework, ESG risk assessment and management processes are integrated to enable the systematic identification, assessment, and management of material ESG-related risks. These risks are addressed within the Group's overall risk management strategy, strengthening our ability to mitigate potential impacts and support informed decision-making in pursuit of our long-term sustainability objectives.

Industry Affiliations and Memberships

We are proud to participate actively in several key industry associations, demonstrating our commitment to industry standards, best practices, and collaborative engagement. The associations we are affiliated with:

- **The Singapore Contractors Association Limited (SCAL):** As a member of SCAL, we are aligned with Singapore's leading representative body for contractors. This enables us to stay abreast of industry developments and contribute to the advancement of construction practices.

- **Singapore Business Federation (SBF):** Our membership with SBF connects us to the wider business community, allowing us to tap into shared resources, expertise, and industry insights that strengthen our operations and support Singapore's broader economic growth.

- **Real Estate Developers' Association of Singapore (REDAS):** Through REDAS, we remain informed about regulatory updates, market trends, and best practices in real estate development, empowering us to deliver high-quality, future-ready projects that meet the evolving expectations of our stakeholders.

Together, these affiliations enhance our credibility and opens door for valuable opportunities for networking, knowledge sharing, and collective advocacy.

Ethics and Integrity

Our commitment to integrity, transparency, and honesty is the cornerstone of our business operations. As we move into FY2026, we strive to achieve the highest ethical standards in all aspects of our work.

Our Code of Business Ethics and Conduct outline the fundamental principles governing the conduct of all our employees within the Group. This code encompasses various aspects, including workplace behaviour, business practices, safeguarding our assets, confidentiality of information, and managing conflicts of interest. Our Board of Directors, Key Management Personnel, and Employees are required to adhere to these high standards of integrity, ensuring compliance with both our company's policies and the laws and regulations of the jurisdictions in which we operate.

Zero-Tolerance Policy

Integrity and transparency form the cornerstone of our organisation. Our zero-tolerance stance on corruption and bribery is firmly embedded in our Financial Crimes Compliance Policy, which has been endorsed by our Board of Directors. This policy is a robust framework that meticulously addresses anti-money laundering, sanctions, and anti-corruption measures.

We take pride in our commitment to upholding high standards of ethical conduct. Through ongoing reviews and enhancements to our processes, we ensure robust safeguards are in place to prevent any form of bribery, whether direct or indirect. Our uncompromising position against corruption is unwavering because we believe that integrity is the bedrock upon which trust is built. It underscores our firm's resolve to operate with the highest standards of honesty and transparency, even in complex or challenging business environments.

Employee Training and Awareness

Following the successful comprehensive rollout of training for all employees and Board members on our anti-corruption policies and procedures, we further strengthen our focus on education and awareness in FY2025. Training programs remain a priority to ensure that every employee understands the importance of ethical conduct and compliance with local laws and regulations. By reinforcing a culture of transparency and honesty through ongoing training, we equip our employees to make informed decisions that reflect our core values. Our strong reporting mechanism is an essential element of our anti-corruption framework, ensuring that any concerns can be identified and addressed swiftly and effectively.

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Whistleblowing

We have a whistle-blowing policy for both our employees and third parties to raise concerns regarding unethical conduct within the Group. This policy is designed to foster a culture of transparency and accountability, ensuring that all stakeholders feel empowered without the fear of reprisal. During FY2025, we did not receive any reports. Please visit our website for more information on our Whistle-blowing policy.

Continuous Vigilance

In FY2025, we successfully continued to maintain a pristine record: zero cases of complaints and no incidents of corruption brought against the organisation or our employees. Looking ahead, we remain committed to upholding the highest standards of integrity across the organisation. We continue to strengthen and enhance our anti-corruption controls and monitoring processes to foster a culture of transparency and ethical conduct. By remaining anchored to our core values, we reinforce stakeholder trust and uphold our reputation as a responsible and ethical business.

As we navigate an increasingly complex business environment, we remain steadfast in conducting our affairs with integrity, transparency, and accountability. This commitment will continue to guide us in FY2026 and beyond, ensuring that Wee Hur remains a trusted and principled leader within our industry.

Customer Data Privacy

Our Group aims to protect our customers' privacy and data, striving for full compliance with the Personal Data Protection Act (2012). In FY2025, a breach was recorded, underscoring the importance of sustained vigilance and highlighting the need for continuous review and enhancement of our data protection and cybersecurity practices.

Responsible Tax Practices

Tax compliance is a core component of our operational integrity and ethical business conduct, enabling the Group to operate responsibly across all jurisdictions. This commitment underpins stakeholder trust and supports the economic and social development objectives of the communities and governments in which we operate.

The Group adopts a zero-tolerance approach to intentional breaches of tax laws and regulations, with our tax strategy founded on full compliance with all applicable requirements.

Tax-related risks are identified and monitored as part of the Group's enterprise risk management framework, with key matters reported to the Audit Committee to ensure transparency and effective oversight. The Chief Financial Officer oversees the implementation of tax compliance policies and controls to mitigate the risk of non-compliance.

To remain current with regulatory developments, relevant employees receive regular tax-related training, and the Group engages qualified professional tax advisors across jurisdictions to support transaction-level compliance and accurate tax filings. By adhering strictly to tax laws and regulations, we contribute to the broader societal goals of economic stability, environmental sustainability, and social development

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Our Commitment to Responsible Supplier Management

Responsible supply chain management is integral to our business strategy, ensuring that our operations are conducted in an efficient, ethical, and sustainable manner. A robust supply chain approach is essential to maintaining stakeholder trust and upholding high standards of corporate responsibility.

Our Group requires suppliers and subcontractors to acknowledge and comply with applicable local regulations and our expected standards of conduct. Environmental and social considerations are embedded into our supplier assessment process, with evaluations covering criteria such as the use of Green Label products certified under the Singapore Green Labelling Scheme and compliance with bizSAFE Level 3 requirements

In addition, social and environmental criteria are incorporated into the evaluation of new suppliers and major subcontractors to identify, prevent, and mitigate potential adverse impacts within our supply chain. This integrated approach reinforces our commitment to responsible business practices and supports the creation of long-term value through a more sustainable and resilient supply chain.

Compliance in Marketing and Labelling: Adhering to Regulatory Standards

Accurate marketing and labelling are integral to our business strategy, underpinning transparency, stakeholder trust, and regulatory compliance. The Group is committed to ensuring that all marketing and product information for our development meets the highest standards of accuracy and integrity. In doing so, we comply fully with the requirements of the Housing Developers (Control and Licensing) Act and its Rules in Singapore, ensuring that all information provided to prospective buyers is truthful, reliable, and consistent with applicable regulatory requirements.

To support informed decision-making, we provide clear and comprehensive disclosures in our advertisements and marketing materials, including, but not limited to:

- Name and license number of the housing developer.
- Tenure of the land and any encumbrances to which the land is subject to.
- Expected date when the legal title of the units sold will be conveyed to the purchasers.
- Location of the housing project, including the lot number and Mukim / Town Subdivision.
- Expected date when purchasers of the units in the housing project will be able to take vacant possession.

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By maintaining strict adherence to regulatory requirements, we continue to cultivate a culture grounded in transparency and trust. Consumers can have full confidence in the accuracy of the information we provide, assured of our commitment to honesty and integrity across all marketing activities.

In FY2025, we achieved a significant milestone with zero incidences of non-compliance relating to product and service information, labelling, and marketing communications. This outcome reinforces our steadfast commitment to upholding the highest standards of accuracy and compliance in every aspect of our marketing efforts.

Governance and Ethics Targets

As we move forward, we set clear and ambitious targets to guide our progress and ensure continuous improvement. Setting targets is crucial because it provides a roadmap for our future endeavours, aligns our efforts with our strategic objectives, and fosters a culture of accountability and performance. Here are our targets for our Governance and Ethics practices for FY2025.

Performance on Our Governance and Ethics Targets in FY2025

Segment	FY2025 Targets	Status	Performance in FY2025
Group	Zero incident of non-compliance with environmental laws and regulations for the Group and along the supply chain.	●	An instance of mosquito breeding was detected on site.
	Zero incident of non-compliance with socioeconomic laws and regulations.	●	Nil reported incident of non-compliance.
	Zero incident of significant tax related non-compliance.	●	Nil reported tax related non-compliance.
	Zero complaint concerning breaches of customer privacy and losses of customer data.	●	There was one cybersecurity incident involving a phishing attack targeting certain IT servers.
Construction	Screen significant new subcontractors using environmental and social criteria.	●	While the guidelines have been established, its application has not yet been widely implemented.

Status: ● Met ● Partially Met ● Not Met

Focus 2: Climate Risks and Opportunities (Scenario Analysis)



The Group acknowledges that climate risks are business risks, potentially affecting assets, revenue, operations, supply chains, stakeholder engagement and investor communication. Recognising both transitional and physical risks, we strive to enhance our resilience against climate change. Over the past year, the impact on our stakeholders has driven us to integrate climate-related risks and opportunities into our business decisions.

To ensure accountability and transparency, we conducted climate-related risks and opportunity in 2024 across short-, medium- and long-term horizons. For more information you may refer to the table Climate-related Risks Identified for Wee Hur on page 48 of last year sustainability report.

Climate risk assessment is a systematic process that enables us to identify, evaluate, and manage the potential impacts of climate change on our operations, financial performance, and strategic goals. By understanding these risks, we work on developing strategies to mitigate negative impacts and capitalise on opportunities in a transitioning economy.

Similarly, opportunity assessment identifies and evaluates the potential benefits that climate change and related trends might offer. While climate change poses significant risks, it also presents opportunities for innovation, adaptation, and growth. For us at Wee Hur, recognising and leveraging these opportunities is essential for sustainable growth, enhanced competitiveness, and meeting stakeholder expectations.

Scenario Analysis

The Group also conducted climate scenario analysis to gain insights into how physical and transition risks and opportunities from climate change might impact our business and operations over time in 2024. Although the analysis does not predict the future, it allows us to explore potential outcomes, the underlying assumptions, and the actions or events that could lead to these outcomes. For more information you may refer to Scenario Analysis assessed by Wee Hur on page 54 of last year sustainability report.

Focus 3: Quality and Innovation



We view quality and innovation as key drivers of both operational excellence and long-term resilience. The Group is committed to adopting innovative digital solutions and sustainable practices to reduce environmental impact while enhancing efficiency and performance. By leveraging technology to streamline processes and improve operational efficiency, we are able to accelerate project timelines and generate positive economic outcomes. Through the consistent delivery of high-quality construction and innovative solutions, we aim to exceed client expectations and develop durable, future-ready structures with minimal environmental impact.

Innovation for Excellence: A Continuous Journey

We embed innovation within a culture of continuous improvement to drive operational excellence, enhance sustainability performance, and deliver long-term value for our stakeholders.

Construction

We leverage automation and digital technologies to minimise manual labour, enhance operational efficiency, and strengthen safety and security across our construction operations. Biometric authentication systems are implemented for site access control, while web-based mobile applications are used for permit-to-work processes, inspections, and quality control, improving consistency and oversight.

As part of our digital transformation journey, we have adopted Integrated Digital Delivery (IDD) across our projects. Through the use of Common Data Environment (CDE) platforms, project data is centrally stored and shared, enabling digital submission and approval of drawings, digital requests for information (RFIs), and collaborative sharing of Building Information Modelling (BIM) models. This digital approach enhances communication efficiency, coordination, and project delivery outcomes.

To further strengthen project monitoring, we utilise 360° reality capture supported by AI-powered analytics for progress tracking and reporting. AI-enabled video surveillance systems are also deployed on site to enhance safety monitoring, particularly for high-risk activities. In support of our decarbonisation efforts, Battery Energy Storage Systems (BESS) have been deployed at selected project sites to reduce reliance on diesel-powered generators and lower carbon emissions.

To improve traffic control safety on site, we equip our heavy machinery such as excavators and cranes with Vehicle Safety Technology devices, including proximity sensors and live cameras warning workers to keep away from the machinery as well as to inform the operator if any workers stray into the work zone of the machinery. Fatigue detection sensors mounted within the cabin of the machinery will warn the operator if they detect that the operator is experiencing fatigue or is dozing off.

To further reduce reliance on manual labour and boost productivity, a painting robot was deployed at the basement works of the Mount Vernon Funeral Parlour project, and an automated Earth Control Measures (ECM) intervention system was installed to automatically prevent silty water from being discharged during heavy rainfall without requiring manual shutdown.

PBSA Operation

Our PBSA brand, Y Suites, leverages technology to enhance the overall student living experience, with a focus on convenience, efficiency, and comfort. Digital solutions are embedded across operations to streamline services and improve accessibility, supporting a seamless and modern living environment for residents.

Ease of Reservation	Ease of Check Ins	Ease of Paying Rent	Ease of Parcel Collection
Through our website a student can make a successful reservation with less than 7 clicks.	Soft copies of key identification documents can be uploaded by the students into an online portal, which allows us to check them in within 15 minutes.	Our online resident portal allows students to fully understand their rental profile, give feedback and make payments at ease.	Our digital parcel lockers connect delivery providers directly to residents, enabling them to collect their parcels anytime 24/7.

Development Property

We enhanced operational efficiency and reduced paper usage by digitalising key sales processes, including electronic balloting, digital signatures, real-time inventory management, and resident-focused digital amenities such as parcel locker stations at Bartley Vue.

In addition, we expanded our digitalisation efforts with the rollout of a defects management application that digitises the entire process of defect reporting, tracking, and closure. This shift away from manual, paper-based workflows reduce rework, unnecessary site visits, and administrative effort. The data generated also supports continuous quality improvement and helps lower the lifecycle environmental impact of future residential projects.

Quality and Innovation Targets

Quality and Innovation Targets and Performance in FY2025

Segment	FY2025 Targets	Status	Performance in FY2025
Group	Strive to explore ways to automate operations and facilities management by using automation technology.	●	Deployment of painting robot at the Mount Vernon Funeral Parlour project improved productivity and reduced manual labour.

Status: ● Met ● Partially Met ● Not Met

Segment	FY2026 Targets
Group	To integrate AI into the work process to collate the data collected from the various solutions utilised on site to provide visibility to Project Managers through a dashboard display.

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Focus 4: Environment



Singapore's commitment to sustainable development is reflected in the Singapore Green Plan 2030, a national initiative aligned with the UN SDGs and the Paris Agreement. The plan focuses on five key pillars: City in Nature, Energy Reset, Green Economy, Resilient Future, and Sustainable Living.

In support of these national priorities, the Group is committed to reducing its environmental footprint while advancing sustainable construction and green building practices. Our ISO 14001:2015–certified Environmental Management System drives continuous improvement in environmental performance through enhanced resource efficiency, carbon monitoring, and the adoption of sustainable practices. This structured approach strengthens business resilience while contributing to Singapore's long-term sustainability objectives.

Energy and Emissions

PBSA Operation

PBSA utilises two primary energy sources: gas and electricity. Gas is specifically used for laundry dryers, hot water boilers, and cooking in common areas. The total direct energy consumption for PBSA was 1.5TJ, resulting in 79.1tCO2e of Scope 1 emissions in FY2025.

With the reduction in PBSA properties, PBSA's Scope 1 emissions decreased significantly by 95% compared to FY2024, primarily due to the corresponding decline in direct energy consumption. In February 2025, Y Suites on Margaret—now the sole operating asset within the PBSA business segment—commenced operations. As the building progresses toward attaining Green Star certification and incorporates more advanced energy-efficient features than previous assets, its addition has contributed to lowering the overall energy consumption of the segment.

Direct Energy Consumption and related emissions in PBSA Operation

Parameters	Unit	FY2024	FY2025
Natural gas consumption	TJ	26.39	1.49
Energy consumption from diesel		0.003	–
Scope 1 emissions	tCO_2e	1,556	79.1
Scope 1 emissions intensity	$kgCO_2e$/occupant	332	270

Indirect Energy Consumption and related emissions in PBSA Operation

Parameters	Unit	FY2024	FY2025
Electricity consumption	MWh	11,734	693
Energy consumption from electricity	TJ	42.24	2.49
Scope 2 emissions (location based)	tCO_2e	7,869	443
Scope 2 emissions intensity	$kgCO_2e$/occupant	1,681	1,513

PBSA's Scope 2 emissions decreased significantly by 94% compared to FY2024, primarily due to the substantial reduction in electricity consumption resulting from the revised reporting boundary. The emissions intensity also improved, reducing from 1,681 kg CO_2e per occupant to 1,513 kg CO_2e per occupant, indicating positive progress toward enhanced energy efficiency and lower carbon impact.

Construction

Energy consumption in the construction business mainly comes from diesel and electricity consumption.

During the reporting period, the business experienced an increase in electricity consumption, resulting in energy use from electricity rising to approximately twice that of the previous year. This reflects greater reliance on electrically powered tools, site operations, and project activities. Concurrently, diesel consumption declined, indicating more efficient equipment deployment and improved operational planning.

The reduction of diesel use is also a direct result of the utilisation of Battery Energy Storage Systems (BESS) at most of our projects to power the tower cranes and material hoists on site. By using the BESS, a smaller incoming power supply is required to charge the BESS which in turn is able to support the power requirement of the tower cranes and hoists.

This shift in the energy profile demonstrates ongoing progress toward cleaner and more efficient energy use, while reinforcing the need for continued efforts to optimise resource consumption and minimise environmental impact. Despite a 98.5% increase in Scope 2 emissions, the business achieved a 27.3% reduction in Scope 1 emissions, resulting in an overall combined Scope 1 and 2 reductions of 21.3% for FY2025.

Energy Consumption and related emissions in Construction

Parameters	Unit	FY2024	FY2025
Energy consumption from diesel	TJ	20.06	15.40
Electricity consumption	MWh	177.23	288.85
Energy consumption from electricity	TJ	0.64	1.28
Total energy consumption		20.69	16.68
Scope 1 emissions	tCO_2e	1,480	1,075
Scope 2 emissions		74	147
Scope 1 + 2 emissions		1,554	1,222

Development Property

We embed efficiency into our developments and continue to strengthen our approach to green building and sustainability practices, supporting positive environmental impact over the long term.

Investment Property

There is no direct energy consumption in the workers' dormitory, resulting in no Scope 1 emissions.

Scope 2 emissions increased by 83.1%, primarily due to higher electricity consumption following the expansion of our reporting boundary. This included the commencement of operations at the Pioneer Lodge workers' dormitory in mid-2025. Focusing solely on the Tuas View dormitory, electricity consumption decreased by 23%, and Scope 2 intensity per occupant improved from 187 $kgCO_2e$/occupant to 182 $kgCO_2e$/occupant.

However, as Pioneer Lodge is not yet operating at full occupancy, its lower utilisation contributed to an overall increase in intensity. We anticipate that intensity levels will stabilise once both dormitories reach steady-state operations in the following year.

Energy Consumption and related emissions in Investment Property

Parameters	Unit	FY2024	FY2025
Electricity consumption	MWh	6,741	12,343
Energy consumption from electricity	TJ	24.27	44.43

Energy intensity	kWh/occupant	453	816
Scope 2 emissions (location based)	tCO_2e	2,777	5,085
Scope 2 intensity	$kgCO_2e$/occupant	187	336

Office – Wee Hur Building

Electricity-related emissions for the office increased by 21% in FY25. While this reflects a rise from the previous year, the change is influenced by operational developments such as expanded activity levels.

Energy Consumption and related emissions in Office			
Parameters	**Unit**	**FY2024**	**FY2025**
Electricity consumption	MWh	152.43	184.50
Energy consumption from electricity	TJ	0.55	0.66
Scope 2 emissions (location based)	tCO_2e	62.80	76.01

Water and Effluents

To improve water efficiency and prevent leakages, the Group uses high-quality fittings rated at least "Very Good" (two ticks) under PUB's Water Efficiency Labelling Scheme (WELS). Water use is monitored closely, and wastewater is managed in compliance with regulations, with all discharge directed to the public sewerage system.

PBSA Operation

To conserve water, we have integrated several design features across our PBSA properties. Each property is outfitted with water-efficient fixtures and fittings, adhering to the Australian Water Efficiency Labelling and Standards (WELS) scheme. Our proposed efficiency ratings are as follows:

- 5-star taps (6.0L/min)
- 4-star showerheads (7.5L/min)
- 4-star toilet cistern (4.5L/flush)

Following the adjustment of reporting boundaries, previously disclosed details on PBSA properties (such as rainfall-capture systems designed to moderate stormwater flows and drought-resistant landscaping implemented to reduce water use during dry seasons) are no longer applicable under the current reporting scope. This removal from scope means the property under the current reporting boundary no longer benefit from these efficiencies, causing intensity levels to rise as reflected in water use intensity increasing from 57 m^3 per occupant to 86 m^3 per occupant.

Water Metrics in PBSA Operation			
Parameters	**Unit**	**FY2024**	**FY2025**
Water consumption[1]	m^3	–	–
Total municipal water withdrawn		267,650.50	25,130.40
Water discharged		Not tracked	
Water use intensity	m^3/occupant	57	86

[1] Negligible water consumption

Construction

We are committed to promoting water conservation and leveraging innovative technologies to enhance efficiency. At our project sites, taps are fitted with water reducers, consumption is monitored through water meters, and regular inspections are conducted to promptly detect and rectify leaks. Where possible, water is reused on-site, such as for vehicle washing.

To protect local water catchments, all construction sites implement ECM to prevent silt and sediment from entering public drains. Water containing mud and silt is treated and filtered before being safely discharged, minimising environmental impact. We have also implemented automated ECM intervention systems at our projects, which will cut off water discharge to external drain automatically if the sensors detect that the water quality is below requirement. This will further ensure that silty water will not be discharged accidentally when the filtration system malfunctions.

Due to the varying stages of completion of construction projects in different years, the levels of activity on-site differ significantly. As a result, the water consumption recorded across the reporting years is not directly comparable.

Development Property

As part of our sustainability commitment, we will continue to adopt eco-friendly practices across our operations, with a focus on efficient water management and other green initiatives to reduce our carbon footprint.

Investment Property

All wastewater generated is discharged into the public sewerage system. Water-related impacts are limited to routine operational usage within the operating sites.

The overall increase in total water consumption this year is primarily attributable to an expanded reporting boundary. With more operating sites now, absolute water consumption has increased accordingly. In addition, as Pioneer Lodge has not yet reached full occupancy, its relatively higher water usage has contributed to an increase in overall water intensity. We expect intensity levels to stabilise once both dormitories reach steady-state occupancy in the coming year.

Water Metrics in Investment Property

Parameters	Unit	FY2024	FY2025
Water consumption	m^3	–	–
Total municipal water withdrawn		1,670,951	3,412,576
Water discharged		1,670,951	3,412,576
Water use intensity	m^3/occupant	112	225

Waste Management

PBSA Operation

We are committed to managing waste generated by occupants in an environmentally responsible manner. Our sewage and sanitary drainage systems are designed and operated in compliance with the requirements and provisions of each state.

Following the divestment of the Australian PBSA business and the completion of Y Suites on Margaret in Sydney, the overall Green Star profile of the portfolio has strengthened since, Y Suites on Margaret, the newly completed development, was designed in line with Green Star principles. The addition of Y Suites on Margaret marks a meaningful uplift in sustainability ambition. It enhances the portfolio's alignment with contemporary environmental design standards and elevates its operational performance benchmarks.

Our group is committed to promoting recycling and reducing waste generation by monitoring waste disposal daily and compacting waste several time a day to maximise bin space. To encourage residents to categorise and separate their waste, we provide dual recycling bins and general waste chutes on every floor.

Waste Metrics in PBSA Operation			
Parameters	**Unit**	**FY2024**	**FY2025**
Total waste generated (A)	tonnes	1,271	0.1
Total non-hazardous waste generated		1,271	0.1
Total hazardous waste generated		0	0
Total waste recycled off-site (B)		533.82	0.05
Total co-mingled recycled waste i.e., glass, metal, plastic			
Total recycled paper waste			
Recycling rate (A/B)	%	42.08	50%

We are committed to promoting recycling awareness among our residents and diverting waste, such as cardboard, from landfills. To support this, all our properties have designated areas for bulk disposals.

Y Suites Community Experience Programme (YCEP) is a year round community programme in Australia that supports student well being through food, wellness and social activities. To promote waste reduction, residents receive reusable welcome pack items and, beginning 2025, residents attending YCEP events are encouraged to bring their own reusable cups and containers to minimise disposable waste.

Additionally, YCEP events held at the start of each semester provide a platform for residents to donate pre-loved items during check-out, with dedicated collection areas facilitating reuse and reducing the volume of materials sent to landfills.

Construction

At Wee Hur, we are committed to controlling and managing waste generated from our construction activities, including concrete, rebar, and other materials. We work closely with licensed disposal contractors to ensure proper handling, processing, and disposal of waste.

Key initiatives include:

- **Recycling of waste:** We encourage our subcontractors to recycle their waste materials, such as using short lengths of waste rebar as hooks or level pegs.
- **Use of sustainable materials:** Priority is given to construction materials certified under the Singapore Green Labeling Scheme by the Singapore Environment Council.
- **Use of pre-fabrication to reduce waste:** Pre-cast elements are adopted to minimise the use of timber formwork and reduce on-site waste generation.
- **Subcontractor waste policies:** Subcontractors are required to segregate on-site waste into categories such as hardcore waste, metal waste, general construction waste, and food waste.

The following table provides information on the dollar value of waste disposed from the Group's completed construction projects. This value represents our waste footprint at the project sites and is regularly monitored.

Waste Metrics in Construction			
Parameters	**Unit**	**FY2024**	**FY2025**
Total waste generated	kg	1,288,000	1,530.936

We continue to prioritise sustainably sourced construction materials and ensure that low-VOC paints and adhesives are used throughout our developments to minimise adverse environmental effects.

SUSTAINABILITY **REPORT**

Environmental Targets

Environmental Targets and Performance for FY2025			
Segment	**FY2025 Targets**	**Status**	**Performance as on date**
PBSA Operation	• Achieve the Green Star for Y Suites on Margaret. • Focus on sustainability actions in our operations including holding social events to promote sustainability and educating residents on the impact their actions can make.		We are advancing our Green Star certification process while consistently promoting sustainability through regular events, social media outreach, and onsite educational displays.
Construction	Maintain our ISO 14001: 2015 Environmental Management Systems certification.		ISO 14001: 2015 Environmental Management Systems certification maintained.
Investment Property	Installation of solar panels to reduce reliance on fossil fuel.		In the pipeline for FY2026

Status:  Met  Partially Met  Not Met

Segment	**FY2026 Targets**
Construction	Explore usage of solar PV panels on site to support energy requirement for site office and reduce consumption of diesel for generator sets. Continue using Battery Energy Storage Systems (BESS) at our new projects to support the power requirement for tower cranes and hoists.
Investment Property	Strengthen resident engagement in our workers' dormitory by actively gathering feedback and driving targeted improvements to enhance well-being and satisfaction.
PBSA Operation	• Achieve 100% LED lighting coverage across all common areas in operating assets by FY2026. • Implement smart energy monitoring or sub-metering in all key operational zones across managed properties. • Reduce water consumption intensity by ≥3% year on year (kL per occupancy), subject to operational and occupancy conditions. • Ensure 100% installation of WELS 4–5 Star fixtures in all new assets and major refurbishments • Target all new PBSA developments initiated within the year are designed to achieve a minimum 4 Star Green Star rating (or equivalent). • Increase the proportion of renewable electricity used across the managed portfolio year on year, where commercially and contractually feasible.

Focus 5: Health and Safety



Health and safety are of utmost importance in the construction sector, given the high-risk nature of construction activities. We recognise that protecting the well-being of workers, residents, and the surrounding public is critical. Robust health and safety measures help prevent hazards such as falls, equipment-related accidents, and exposure to harmful substances.

Our approach includes comprehensive training programs, the use of personal protective equipment (PPE), and strict adherence to regulatory safety standards. These measures not only safeguard our workforce but also boost productivity and morale.

We regularly review and monitor existing processes and Standard Operating Procedures (SOPs) to ensure risks are minimised on-site and in surrounding communities.

Beyond construction sites, we are committed to maintaining the highest safety standards across all our properties, reflecting our vision of a safe working environment and reinforcing a culture of safety throughout the organisation.

Occupant Health and Safety at Tuas View Dormitory

We prioritise the health and safety of all occupants at the dormitory, implementing measures to maintain a clean, safe, and secure living environment.

- **Pest and Mosquito Control:**
  - Conduct periodic checks on building facilities to maintain and upkeep buildings and their surroundings.
  - Engage professional pest control services for weekly mosquito larviciding and fortnightly fogging to prevent vector-borne diseases.
- **Preventive Measures:**
  - Perform risk assessments for the office environment to identify and mitigate potential hazards.
  - Ensure all furniture and office equipment are in working condition to support a safe workspace.
- **Training and Awareness:**
  - Deliver safety awareness briefings for new employees and provide refresher sessions for existing employees.
  - Display of safety and health awareness posters across residential areas.
  - Conduct induction programs for residents at check-in to communicate safety rules and regulations.
  - • Collaborate with regulatory authorities including the Singapore Police Force (SPF), National Environment Agency (NEA), and Ministry of Manpower (MOM) to conduct roadshows educating occupants on safety practices and legal obligations.
  - Provide office safety awareness briefings to all employees.
- **Promoting Cleanliness and Responsibility:**
  - Presents “Clean Room Awards” to occupants who demonstrate exemplary standards of cleanliness and upkeep within their dormitory rooms, encouraging residents to take ownership of their living environment.

Through these initiatives, we foster a culture of safety, ensuring occupants are informed, aware, and protected within our facilities.

SUSTAINABILITY **REPORT**

Design for Safety

The Group places the highest priority on the safety and well-being of its property occupants, underpinned by our ISO 9001–certified Quality Management System. Health and safety considerations are embedded from the early design stages, where foreseeable risks are systematically assessed and addressed. Through this proactive approach, appropriate measures are incorporated into property designs to mitigate identified risks and enhance overall safety performance.

To enhance the safety and well-being of all occupants besides enhancing accessibility, we have implemented the following:

Barrier-free design for people with disabilities	**Implementation of traffic management measures**	**Cat ladders and safety ladders to minimise risk of fall**	**Flooring materials selected to minimise slip and fall**	**Development of park with lush greenery and facilities for occupants**

Workplace Health and Safety

Construction Site Safety

In 2025, the Group continued to anchor its operations on the Quality, Environmental, Health and Safety (QEHS) Policy, which provides an overarching framework for managing health, safety, environmental and quality risks across our activities. The policy remains central to our commitment towards sustainability, public safety and responsible project delivery, and continues to align with Sustainable Development Goal 3: Good Health and Well-Being.

Our focus in 2025 has been on strengthening implementation, enhancing safety culture and improving risk visibility across project sites. The QEHS Policy is operationalised through established management systems, including our ISO 9001-certified Quality Management System, ISO 45001-certified Occupational Health and Safety Management System, and the Group's bizSAFE Partner and bizSAFE Star accreditations.

Public safety remained a key priority throughout the year. We continued to implement robust site controls to manage construction-related risks to surrounding communities, including secured site boundaries, controlled access points, and ongoing inspections of temporary structures and fall-prevention measures. These controls are embedded into our project planning and site supervision processes to ensure foreseeable risks are identified and mitigated early.

Risk management continues to form an integral part of our workplace health and safety approach. Project-level risk assessments are conducted throughout the project lifecycle, with project managers working closely with site teams to monitor emerging risks and implement timely mitigation measures. Feedback from site personnel is actively encouraged and incorporated into continuous improvement of our safety practices.

The Group placed higher emphasis on preventive safety, worker engagement and technology-enabled monitoring to further strengthen on-site safety performance. These efforts complement our ongoing programmes in safety training, high-risk activity management, emergency preparedness, heat stress management and vector control, reinforcing a proactive and accountable safety culture across all project sites.

Through the continued application of the QEHS framework and targeted enhancements during the year, the Group remains committed to providing a safe, healthy and environmentally responsible working environment for all employees, contractors and stakeholders.

As a testament to the efforts put into making our worksites safer, the construction business unit was awarded 2 national safety awards by the Workplace Safety and Health Council (WSHC) - WSH Performance Award (Silver) to the company for the safety performance of the company as a whole as well as SHARP award for the HDB Bartley Beacon project for the safety performance for the project in 2025.

Training on Health and Safety

Health and safety sessions form an integral part of our overall health and safety management approach. During the year, we conducted a range of targeted programmes covering areas such as occupational first aid, safety-by-design for Professionals, Managers and Executives (PMEs), workplace safety and health management in the construction sector (BCSS), as well as stress management and rejuvenation workshops. In FY2025, there were 4 incidents at the workplace. Safety time out session and additional briefings were conducted, and safety supervision and inspection were intensified to ensure that work activities were carried out in accordance with safety requirements and to further strengthen vigilance.

Our Construction Health and Safety Metrics		
Health and Safety Metrics	**FY2024**	**FY2025**
Total hours worked	3,415,825	3,318,590
Number of fatalities as a result of work-related Injury	NIL	NIL
Rate of fatalities as a result of work-related Injury	NA*	NA
Number of high-consequence work-related injury (excluding fatalities)	NIL	2
Rate of high-consequence work-related Injury	NA*	189.8
Number of recordable work-related injuries	2	4
Rate of recordable work-related injuries	190.6	379.6
Recordable work-related ill health	NIL	NIL
Fatalities as a result of work-related ill health	NIL	NIL

* NA – Not Applicable

Health and Safety Targets

Safety Targets and Performance for 2025			
Segment	**FY2025 Targets**	**Status**	**Performance in FY2025**
Construction	Zero fatality and high-consequence work-related injuries.	●	No fatality recorded across all projects, though 2 major accidents occurred in total.
	Keep workplace injuries lower than national average.	●	Achieved injury rate below the national average of 471 for construction sector.

Status: ● Met ● Partially Met ● Not Met

Segment	**FY2026 Targets**
Construction	Achieve injury rate lower than the national average and lower than the injury rate of 2025.
	Zero fatality and major injury at all projects.

Focus 6: Human Capital



The Group recognises that human capital is fundamental to our long-term success and a key driver of innovation. We are committed to safeguarding the health, safety and well-being of our employees while supporting their continuous learning and professional development. Through targeted investments in skills, knowledge and capability building, we foster a supportive and dynamic workplace that enables employees to perform at their best and contribute meaningfully to shared objectives. We also promote an inclusive culture anchored in respect, collaboration and continuous improvement, ensuring that employees feel valued, engaged and motivated to excel.

Workplace Discrimination

The Group is committed to fostering a fair, respectful and inclusive workplace, and strictly prohibits all forms of discrimination. We comply with all applicable laws and regulations governing fair employment practices.

To uphold this commitment, a whistleblowing policy is in place and made accessible to all employees. The policy provides clear and confidential channels for reporting suspected misconduct, with safeguards to protect the rights and interests of employees and other relevant parties who raise concerns in good faith.

Employees may also raise workplace concerns through established grievance and disciplinary procedures. All reported cases are subject to independent investigation, and appropriate remedial actions are taken where necessary.

There were no reported incidents of workplace discrimination during FY2025.

Employee Diversity

The Group remains committed to providing equal opportunities for all employees. Our recruitment and employment practices are guided by merit, with candidates assessed based on skills, experience and suitability for the role, without regard to age, ethnicity, gender, religion, marital status or disability. We are dedicated to ensuring that all individuals are treated with respect, fairness and dignity.

We recognise that diversity of perspectives strengthens organisational resilience and supports sustainable long-term performance. While the Board does not currently include female directors, we continue to support diversity in leadership and remain open to appointing suitably qualified female candidates as part of future board refreshment and succession planning processes.

This ongoing commitment reflects our broader objective of building an inclusive organisation that values diverse talent and promotes equal opportunity across all levels of the Group.

Breakdown of our Board's Diversity by Age and Gender

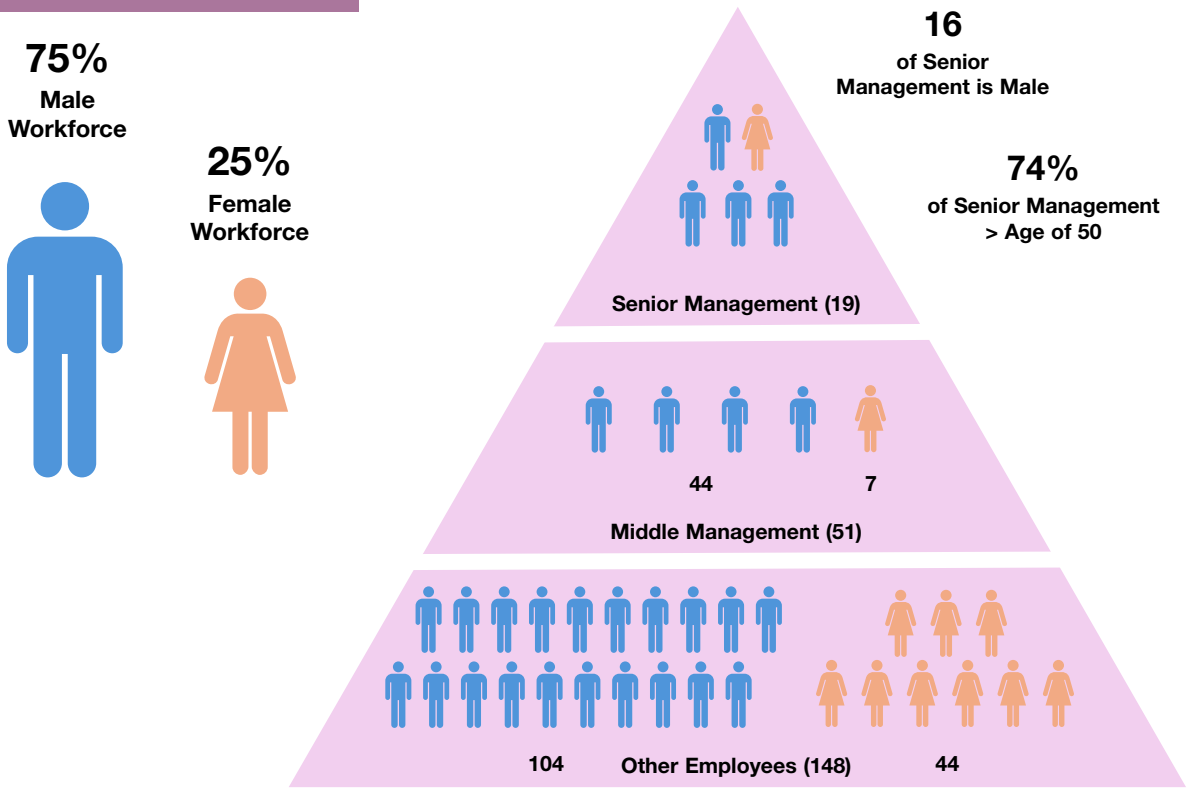
	FY2025	
Board Diversity	**Number**	**%**
Independent board directors	3	50
51-70	3	100
Male	3	100

SUSTAINABILITY **REPORT**

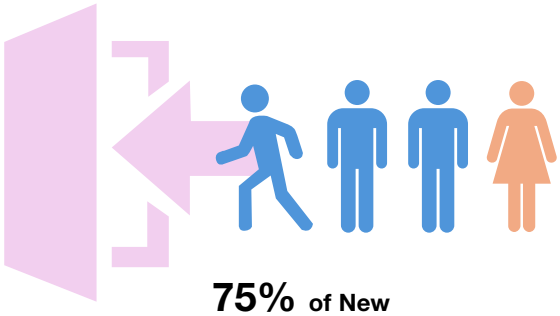
All our employees are hired on a full-time, permanent basis.

Workforce Diversity	Number
Total employees in Singapore (all full-time, permanent) workforce by gender	218
Female	54
Male	164

Workforce Composition & Hierarchy



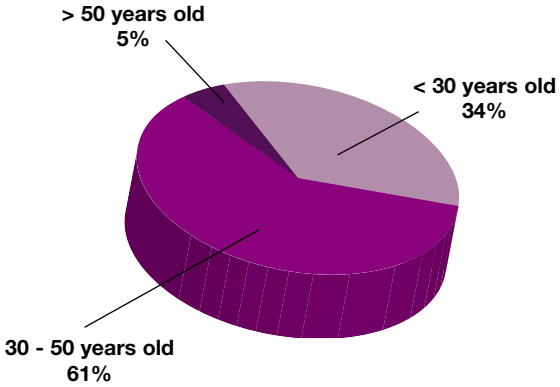
Talent Acquistion



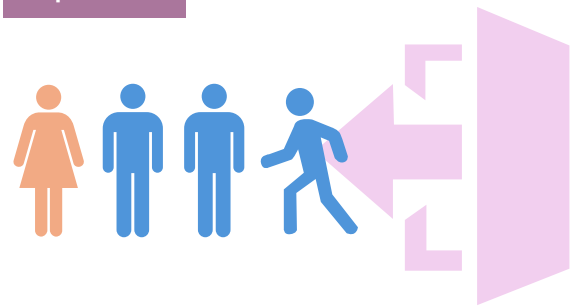
75% of New Hires are Male

of 44 total new hires, 33 were male

Age Distribution of New Hires

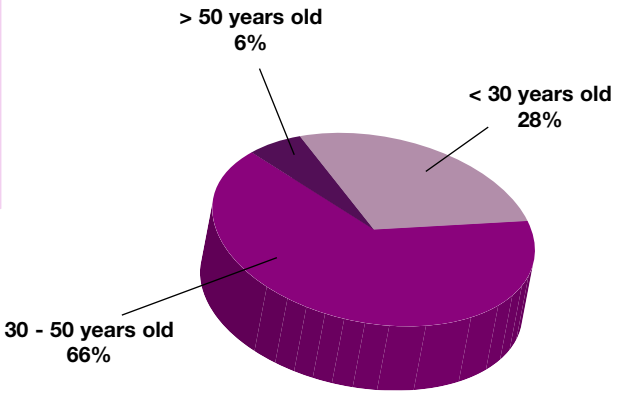


Separations



66% of Leavers are Male
of 50 total Leavers, 33 were male

Age Distribution of Turnover



In FY2025, the organisation welcomed 44 new hires, of which 33 were male. The age distribution of new hires comprised 61% between 30–50 years old and 34% below 30 years old.

During the same period, there were 50 leavers, including 33 males. Among the leavers, 33 were aged 30–50 years.

Employee Benefits

Our employees' well-being is central to everything we do. That's why we offer a comprehensive benefits package designed to support them in all areas of life -from health and safety to personal and family needs. Through a wide range of benefits, including medical coverage, parental leave, and various allowances, we aim to foster a caring, inclusive, and supportive workplace. We believe that when employees feel appreciated and supported, they are more engaged, productive, and committed. This holistic approach to employee welfare plays a vital role in cultivating a positive and thriving organisational culture.

- **Healthcare, Disability, and Invalidity Coverage Medical Insurance:** Employees are covered under a medical insurance plan that provides reimbursement for visits to general practitioners and dentists, supporting access to essential healthcare services.
- **Personal Accident and Work Injury Insurance:** These insurance schemes protect employees against unexpected accidents or workplace injuries, providing financial protection.
- **One-Time Health Screening:** A complimentary health screening is provided to encourage employees to monitor their well-being, adopt preventive measures, and maintain a healthier lifestyle.

Parental Leave

Eligible employees are entitled to a full suite of parental leave benefits, including maternity leave, paternity leave, shared parental leave, childcare leave, extended childcare leave, unpaid infant care leave, and adoption leave where applicable. These leave provisions support employees in managing family responsibilities while maintaining work commitments, ensuring they have the time needed to care for their children without compromising their professional growth.

Other Benefits

- **Meal Allowance:** Helps offset the cost of daily meals, contributing to employees' overall well-being and satisfaction.
- **Marriage and Baby Gifts:** Thoughtful tokens of appreciation to celebrate meaningful life milestones, fostering a sense of community and belonging within the organisation.

- **Team Cohesion Food Allowance:** Supports team-building by encouraging employee interaction and bonding within business units or departments.
- **Christmas Luncheon:** Brings employees together to strengthen team spirit and boost morale through festive gathering.
- **Wellness Benefit:** Provides partial reimbursement for expenses related to sports and leisure activities to promote employees' physical and mental well-being.
- **Pantry Fund:** Ensures a well-stocked pantry with refreshments and snacks to create a comfortable and supportive workplace environment.

These benefits demonstrate our commitment to fostering a supportive and inclusive workplace. By providing a comprehensive and well-rounded range of offerings, we not only safeguard our employees' health and safety but also address their personal and family needs. This holistic approach to employee well-being helps create a balanced, caring environment where individuals feel valued, supported, and empowered to do their best work.

Parental Leave Metrics

Parental Leave Metrics	Number of employees that were entitled to parental leave	Number of employees that took parental leave	Number of employees that returned to work in thereporting period after parental leave ended	Number of employees that returned to work after parental leave ended, and were still employed 12 months after their return to work
Male	4	3	3	3
Female	4	4	4	4
Total Number of Employees	8	7	7	7
Return to Work Rate			100%	
Retention Rate				100%

The organisation currently does not track the return-to-work status following childcare or extended childcare leave. This is largely because these types of leave function more as periodic entitlements for day-to-day caregiving rather than one-off parental transitions.

SUSTAINABILITY **REPORT**

Developing our Employees

At the Group, we acknowledge that employees are the driving force behind the innovation and performance of our business units. To keep our workforce at the forefront of industry trends and to continuously strengthen their productivity and capabilities, we regularly offer a variety of training programmes. These programmes span a broad range of areas — from health and safety to advanced project management and digital marketing — ensuring that our employees are equipped with the knowledge and skills needed to excel in a rapidly evolving business landscape. Some of the training programs provided to our employee include:

Health and Safety

- Construction Safety Course for Project Managers
- Design for Safety for PMEs
- Legal Aspects of Design for Safety in Buildings & Structures
- Occupational First Aid Course
- Workplace Safety and Health Management in Construction Industry
- WSH Coordinator Refresher Training

Construction and Project Management

- BCA-REDAS Built Environment and Property Prospects Seminar
- BCA-REDAS Quality & Productivity Seminar
- CONQUAS Training for Builders
- Introduction to FEDA & Dormitory Management

Human Resources & Employment Law

- Employment Act & Its Practical Applications Workshop
- Essential Employment Laws and Guides
- HRLAW Australia Seminar
- Retirement and ReEmployment Act
- Transforming Your HR Practice: Deconstruct and Reconstruct
- Certified Information Privacy Manager (CIPM)

Digital Skills & Marketing

- NICF WSQ Social Media Marketing
- WSQ Digital Marketing Strategy
- WSQ Search Engine Optimisation
- Digital User Experience Design

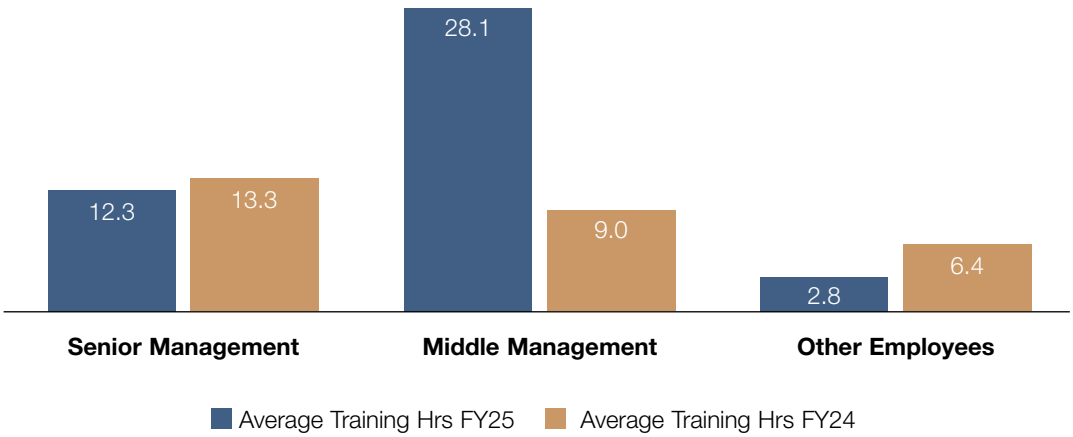
Product Management, Agile Methodologies & Digital Delivery

- Certified Scrum Master
- Certified Scrum Product Owner
- Managing Digital Products
- Product Thinking for Organisations
- Principles of Integrated Digital Delivery

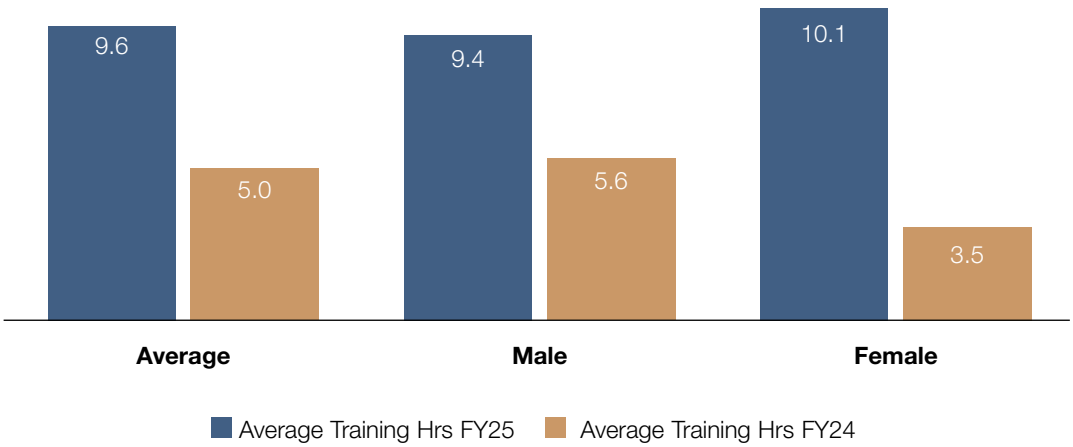
2,084 Total Training Hours	
1,538 **Male**	**546** **Female**

Senior Management = **233**
Middle Management = **1,432**
Other Employees = **419**

Average Training Hours (By Employee Category)



Average Training Hours (By Gender)



We achieved 90% improvement in both total and average training hours compared to the previous year, reflecting a significantly strengthened commitment to employee capability building. Training hours for female employees increased by over 162%, with the average training hours per female employee surpassing that of male employees this year.

A substantial rise was also observed in training participation among middle management, signalling stronger investment in developing leadership capability. In contrast, training hours for other employee groups declined, indicating a strategic shift toward targeted upskilling of critical talent segments while balancing operational priorities.

As part of our people development philosophy, we recognise that meaningful employee growth is driven not only by continuous upskilling, but also by the acknowledgement and rewarding of strong performance. This balanced approach - combining capability development with performance recognition - helps sustain morale, strengthen engagement, and contribute to higher job satisfaction across the organisation.

Our compensation structure is regularly benchmarked against market norms and aligned with the Group's salary framework. Importantly, remuneration is determined based on employee performance, the nature of each role, and its associated responsibilities. This is supported by a structured and transparent annual performance appraisal process that directly links performance outcomes to compensation decisions.

We remain committed to strengthening our performance review process by assessing individual contributions, providing constructive feedback, and establishing clear professional development goals. We believe that regular and structured evaluations not only enhance employee satisfaction but also contribute to stronger overall organisational performance.

Human Capital Targets

Human Capital Targets and Performance for 2025

Segment	FY2025 Targets	Status	Performance in FY2025
Group	Provide at least 4 hours of employee training per employee.	●	Provided an average of 9.6 hours of training per employee.

Status: ● Met ● Partially Met ● Not Met

Segment	FY2026 Targets
Group	Deliver a minimum of 4 hours of training per employee.

Focus 7: Community Engagement



The Group is committed to creating a positive impact within the communities in which we operate. This commitment is reflected through our participation in local engagement programmes, our consideration of potential impacts on local Aboriginal communities, and our support for education and social causes through scholarships and charitable donations. Community building remains a key pillar of our sustainability strategy, and we actively engage across our operations to strengthen social ties and foster meaningful connections. Through these initiatives, we contribute to stronger community partnerships and a more supportive social environment.

CSR Governance

Effective governance is the foundation for successful community engagement and management. Good corporate social responsibility (CSR) governance is essential for companies as it enhances their reputation, builds trust with stakeholders, and contributes to long-term sustainability. Effective CSR practices demonstrate a company's commitment to ethical behaviour, social equity, and environmental stewardship, which can lead to increased customer loyalty, improved employee morale, and stronger community relations. By actively engaging in CSR, companies can differentiate themselves in the marketplace, attract top talent, and create a positive impact on society.

To this effect, we have established a Corporate Social Responsibility Committee since 2017 at the Group, dedicated to developing initiatives that support the community, promote good morals, and encourage volunteerism in charitable causes. This committee plays a pivotal role in guiding the Group's CSR efforts, ensuring that our actions align with our values and contribute meaningfully to the well-being of the communities around which we serve. Through various programs and activities, the committee nurtures a culture of giving and social responsibility, reinforcing its commitment to making a positive difference in the world.

Strengthening Relationships with the Local Community

We are committed to deepening our community connections to foster meaningful engagement. We have implemented several initiatives to achieve this:

- We are committed to driving positive development and have integrated specific requirements into our PBSA construction contracts.
- We have established a direct connection with Aboriginal Community elders and enlisted third-party involvement to provide us with a report on Aboriginal Cultural Heritage.
- In Australia, we have engaged with local Aboriginal elders, seeking to incorporate Aboriginal knowledge in the design and planning of places.

Managing Impact on the Community

Construction activities can be inherently noisy, often disrupting the peace of nearby communities and residents. It is essential to implement active measures such as real-time noise monitoring, scheduling noisy tasks during daytime hours, and engaging with the local community to address concerns and provide timely feedback channels.

To effectively manage noise levels and minimise any such impact, we have implemented several key strategies. Real-time noise monitoring systems are in place to ensure that noise does not exceed allowable limits. Noisy activities are scheduled during daytime, avoiding work at night whenever possible. Additionally, noise barriers and silencers on equipment are used to reduce the noise generated. Where feasible, alternative construction methods are adopted to further decrease noise levels.

Engaging with the community is also a priority. We actively communicate with residents in the surrounding areas to seek their understanding of the ongoing work. A feedback avenue is provided by displaying a hotline phone number, ensuring that any complaints or feedback can be promptly addressed. This proactive approach fosters good public relations and demonstrates our commitment to minimising the impact of construction noise on the community.

We are pleased to announce that in FY2025, we have successfully maintained compliance with noise regulations, resulting in no fines being imposed for exceeding noise limits. This achievement reflects our commitment to minimising the impact of our construction activities on surrounding communities and upholding high standards of operational excellence.

Providing Financial Support

Providing scholarships and donations is pertinent to Wee Hur's overall community engagement strategy. It aligns with our core values of nurturing education, supporting community development, and nurturing future leaders. These initiatives not only alleviate financial burdens for students but also encourage academic excellence and innovation. By investing in education, we contribute to the creation of a skilled and knowledgeable workforce, which is essential for the sustainable growth and development of the industry and society at large.

In 2018, we established the $150,000 Wee Hur Scholarship in collaboration with the National University of Singapore (NUS). This scholarship is awarded annually to a Year Three student in either the Bachelor of Science (Project and Facilities Management) Programme or the Bachelor of Engineering (Infrastructure and Project Management) Programme. The scholarship aims to motivate students to achieve academic excellence, support NUS's mission to advance knowledge, foster innovation, and nurture future leaders.

In 2024, we established the Wee Hur Foundation to reinforce our commitment to social responsibility and community well-being. The foundation supports charitable causes and contributes to meaningful social initiatives that assist vulnerable groups and strengthen community resilience. These efforts continue into 2025, as the foundation remains actively engaged in delivering programmes and forging partnerships aimed at creating positive and lasting impact within the communities we serve.

SUSTAINABILITY **REPORT**

Community Engagement Events and Donations

We engage in several community engagement events. In FY2025, we donated a total of SGD162,281.64 to various charities and social causes.

Organisation's Name	Name of Event
The Institution of Engineers, Singapore (IES)	World Engineering Day 2025: The Charles Rudd Distinguished Global Lectures
Singapore Management University (SMU)	Business Families Institute - Case Jam 2024
United Overseas Bank (UOB)	UOB Chinese New Year Charity
The Singapore Contractors Association Ltd	47th IFAWPCA Convention 2025
Kidz Horizon Appeal (KHA)	Kidz Horizon Appeal Charity Golf 2025
REDAS	Tee off at REDAS 29th Annual Golf Tournament 2025
Life Community Services Society	Golf for Life!
The Singapore Contractors Association Ltd	The Singapore Contractors Association Ltd
Tian Yun Beijing Opera Society	Beijing Opera "Mei Yu Pei" << 梅玉配>>
ARTDIS (Singapore) Ltd	Swing for disabilities Inclusion 2025
Caring Touch Golf	The Red Pencil (Singapore) Caring Touch Charity Golf 2025
Property Council of Australia	The Future of the Sector I PBSA Australia
Singapore Thong Chai Medical Institute	Celebration Thong Chai 158th Anniversary Charity Golf 2025
Extraordinary People Limited	Extraordinary People Limited
Kidz Horizon Appeal (KHA)	Coming of Age - R21" - Celebrating 21 Years of Impact on Patients' Health
The Singapore Contractors Association Ltd	Luban Celebration Dinner
Housing & Development Board Staff Union	HDB Staff Union - Sponsorship for 58th Anniversary Commemorative Souvenir Publication Special 2025 Magazine
Extraordinary People Limited	Extraordinary Charity Golf Challenge 2025
SGX Group	SGX Cares Bull Charge 2025
The Singapore Contractors Association Ltd	SCAL ECM Guidebook 6th Edition - Opposite Joint SCAL-PUB Message - Sep 2025
Property Council of Australia	Capital Markets Forum 2025
The Singapore Contractors Association Ltd	Community Day for Migrant Workers 2025
Care Corner Seniors Services Ltd	Care Corner Seniors Services through Care Corner's Uplift for Life Campaign

SGX-SGT Content Index

S/N	Primary Component	Section Reference
1	Material Topics	Materiality Assessment
2	Climate-related disclosures consistent with the TCFD recommendations	Focus 2: Climate Risks and Opportunities (Scenario Analysis)
3	Policies, Practices and Performance	Sustainability Strategy Overview Focus 1: Governance and Ethics Focus 2: Climate Risks and Opportunities (Scenario Analysis) Focus 3: Quality and Innovation Focus 4: Environment Focus 5: Health and Safety Focus 6: Human Capital Focus 7: Community Engagement
4	Board Statement	Focus 1: Governance and Ethics
5	Targets	Governance and Ethics Targets Quality and Innovation Targets Environmental Targets Health and Safety Targets Human Capital Targets
6	Framework	Reporting Principles and Statement of Use

SUSTAINABILITY **REPORT**

GRI Content Index

For the Content Index – Essentials With Reference option Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting with reference to the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

Statement of use:	Wee Hur Holdings Ltd has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards
GRI 1 used:	GRI 1: Foundation 2021

GRI Standard	Disclosure	Section Reference	Page Number
GRI 2: General Disclosures 2021	2-1 Organisational details	Operation Review	19 - 30
	2-2 Entities included in the organisation's sustainability reporting	About This Report ● Reporting Scope	32
	2-3 Reporting period, frequency and contact point	About This Report ● Reporting Principles and Statement of Use ● Availability and Feedback	32
	2-4 Restatements of information	There are no restatements of information made from previous reporting periods.	N/A
	2-5 External assurance	About this Report ● Assurance	32
	2-6 Activities, value chain and other business relationships	Operation Review	19 - 30
	2-7 Employees	Focus 6: Human Capital ● Employee Diversity	59 - 61
	2-8 Workers who are not employees	Focus 6: Human Capital ● Employee Diversity	59 - 61
	2-9 Governance structure and composition	Focus 1: Governance and Ethics ● Leadership & Accountability: Governance Structure ● Governance for Sustainability	41
	2-11 Chair of the highest governance body	Corporate Governance Report	75 - 103
	2-12 Role of the highest governance body in overseeing the management of impacts	Focus 1: Governance and Ethics ● Leadership & Accountability: Governance Structure Focus 2: Climate Risks and Opportunities (Scenario Analysis)	41 47
	2-13 Delegation of responsibility for managing impacts	Focus 1: Governance and Ethics ● Leadership & Accountability: Governance Structure ● Governance for Sustainability	41

GRI Standard	Disclosure	Section Reference	Page Number
		Focus 2: Climate Risks and Opportunities (Scenario Analysis)	47
	2-14 Role of the highest governance body in sustainability reporting	Focus 1: Governance and Ethics ● Leadership & Accountability: Governance Structure ● Governance for Sustainability	41
	2-16 Communication of critical concerns	Focus 1: Governance and Ethics ● Navigating Regulatory Landscapes	40
	2-17 Collective knowledge of the highest governance body	Focus 1: Governance and Ethics ● Leadership & Accountability: Governance Structure ● Governance for Sustainability	41
	2-23 Policy commitments	Focus 1 to 7	40 - 68
	2-24 Embedding policy commitments	Focus 1 to 7	40 - 68
	2-25 Processes to remediate negative impacts	Focus 1 to 7	40 - 68
	2-26 Mechanisms for seeking advice and raising concerns	Focus 1: Governance and Ethics ● Whistleblowing	44
	2-27 Compliance with laws and regulations	Focus 1: Governance and Ethics ● Navigating Regulatory Landscapes	40
	2-28 Membership associations	Focus 1: Governance and Ethics ● Industry Affiliations and Memberships	42
	2-29 Approach to stakeholder engagement	Stakeholder Engagement Focus 7: Community Engagement	36 66
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment	38
	3-2 List of material topics	Materiality Assessment	38 - 39
Focus 1: Governance and Ethics			
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 1 to 7	40 - 68
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Focus 1: Governance and Ethics ● Ethics and Integrity ● Zero-Tolerance Policy ● Continuous Vigilance	43 - 44
	205-2 Communication and training about anti-corruption policies and procedures	Focus 1: Governance and Ethics ● Employee Training and Awareness	43
	205-3 Confirmed incidents of corruption and actions taken	Focus 1: Governance and Ethics ● Continuous Vigilance	44
GRI 207: Tax 2019	207-1 Approach to tax	Focus 1: Governance and Ethics ● Responsible Tax Practices	44
	207-2 Tax governance, control, and risk management	Focus 1: Governance and Ethics • Responsible Tax Practices	44
	207-3 Stakeholder engagement and management of concerns related to tax	Focus 1: Governance and Ethics ● Responsible Tax Practices	44

GRI Standard	Disclosure	Section Reference	Page Number
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Focus 1: Governance and Ethics ● Our Commitment to Responsible Supplier Management	45
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Focus 1: Governance and Ethics ● Our Commitment to Responsible Supplier Management	45
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	Focus 1: Governance and Ethics ● Compliance in Marketing and Labelling: Adhering to Regulatory Standards	45
	417-2 Incidents of non-compliance concerning product and service information and labelling	Focus 1: Governance and Ethics ● Compliance in Marketing and Labelling: Adhering to Regulatory Standards	45
	417-3 Incidents of non-compliance concerning marketing communications	Focus 1: Governance and Ethics ● Compliance in Marketing and Labelling: Adhering to Regulatory Standards	45
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Focus 1: Governance and Ethics ● Customer Data Privacy	44
Focus 2: Climate Risks and Opportunities (Scenario Analysis)			
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Focus 2: Climate Risks and Opportunities (Scenario Analysis)	47
Focus 3: Quality and Innovation			
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 1 to 7	40 - 68
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Focus 3: Quality and Innovation ● Innovation for Excellence: A Continuous Journey	48 - 49
Focus 4: Environment			
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 1 to 7	40 - 68
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Focus 4: Environment ● Energy and Emissions	50 - 52
	302-3 Energy intensity	Focus 4: Environment ● Energy and Emissions	50 - 52
	302-4 Reduction of energy consumption	Focus 4: Environment ● Energy and Emissions	50 - 52
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Focus 4: Environment ● Water and Effluents	52 - 53
	303-2 Management of water discharge-related impacts	Focus 4: Environment ● Water and Effluents	52 - 53
	303-3 Water withdrawal	Focus 4: Environment ● Water and Effluents	52 - 53

GRI Standard	Disclosure	Section Reference	Page Number
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Focus 4: Environment • Energy and Emissions	50 - 52
	305-2 Energy indirect (Scope 2) GHG emissions	Focus 4: Environment • Energy and Emissions	50 - 52
	305-4 GHG emissions intensity	Focus 4: Environment • Energy and Emissions	50 - 52
	305-5 Reduction of GHG emissions	Focus 4: Environment • Energy and Emissions	50 - 52
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Focus 4: Environment • Waste Management	53 - 54
	306-2 Management of significant waste-related impacts	Focus 4: Environment • Waste Management	53 - 54
	306-3 Waste generated	Focus 4: Environment • Waste Management	53 - 54
	306-4 Waste diverted from disposal	Focus 4: Environment • Waste Management	53 - 54
Focus 5: Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 1 to 7	40 - 68
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Focus 5: Health and Safety	56
	403-2 Hazard identification, risk assessment, and incident investigation	Focus 5: Health and Safety • Occupant Health and Safety • Design for Safety • Workplace Health and Safety: Construction Site Safety	56 - 57
	403-3 Occupational health services	Focus 5: Health and Safety • Workplace Health and Safety: Construction Site Safety	57
	403-4 Worker participation, consultation, and communication on occupational health and safety	Focus 5: Health and Safety • Workplace Health and Safety: Construction Site Safety • Training on Health and Safety	57 - 58
	403-6 Promotion of worker health	Focus 5: Health and Safety • Workplace Health and Safety: Construction Site Safety	57
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Focus 5: Health and Safety • Design for Safety • Workplace Health and Safety: Construction Site Safety	57
	403-8 Workers covered by an occupational health and safety management system	Focus 5: Health and Safety • Design for Safety • Workplace Health and Safety: Construction Site Safety	57
	403-9 Work-related injuries	Focus 5: Health and Safety • Our Construction Health and Safety Metrics	58

GRI Standard	Disclosure	Section Reference	Page Number
	403-10 Work-related ill health	Focus 5: Health and Safety ● Our Construction Health and Safety Metrics	58
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Focus 5: Health and Safety ● Occupant Health and Safety	56
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Focus 5: Health and Safety ● Workplace Health and Safety: Construction Site Safety	57
Focus 6: Human Capital			
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 1 to 7	40 - 68
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Focus 6: Human Capital ● Employee Diversity	60 - 61
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Focus 6: Human Capital ● Employee Benefits	61 - 62
	401-3 Parental leave	Focus 6: Human Capital ● Employee Benefits	61
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Focus 6: Human Capital ● Employee Benefits	64
	404-2 Programs for upgrading employee skills and transition assistance programs	Focus 6: Human Capital ● Developing our Employees	63
	404-3 Percentage of employees receiving regular performance and career development reviews	Focus 6: Human Capital ● Developing our Employees	63
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Focus 6: Human Capital ● Employee Diversity	59
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Focus 6: Human Capital ● Workplace Discrimination	59
Focus 7: Community Engagement			
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 1 to 7	40 - 68
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Focus 7: Community Engagement	66

TCFD Index

Please refer to “Focus 2: Climate Risks and Opportunities (Scenario Analysis)” for our climate-related disclosures prepared in accordance with TCFD Recommendations.